



DEPARTMENT OF STATE

FOREIGN SERVICE INSTITUTE

WASHINGTON, D.C.

20520

February 18, 1976

Executive Registry

76-7078

*75-464*  
*Senior Seminar*  
*for Policy*  
*(State Box)*

The Honorable George Bush  
Director of Central Intelligence  
Washington, D.C. 20505

Dear Mr. Ambassador:

We are now planning the 1976-77 session of the Senior Seminar in Foreign Policy, the Foreign Service Institute, of the Department of State, which will begin August 30, 1976 and end June 24, 1977. This letter is to invite your Agency once again to nominate two qualified officers for the spaces reserved for CIA.

The two officers who are with us this year are excellent, are contributing considerably to the Seminar, and are profiting from it as well. I hope you can nominate two equally qualified officers for the next session.

The Department of State considers membership in the Seminar to be an honor to be reserved only for the ablest and most promising officers. While nomination should be based on demonstrated excellence in leadership and past performance, our main requirement is that it be given to those who have the highest potential for future senior responsibilities, such as Chief or Deputy Chief of Mission. The Central Intelligence Agency nominees should therefore:

- have a recognized potential for promotion to positions of the highest responsibility;
- be grade GS-16 or 17;
- be between age forty and fifty, preferably in the first half of the forties.

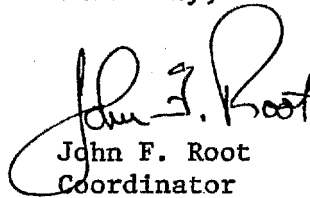
I would appreciate the opportunity to discuss these qualifications with your personnel officials as they consider CIA's candidates for nomination to attend the Nineteenth Seminar. I also request the opportunity to interview CIA's nominees soon after they are chosen.

I enclose a description of the Seminar course, a brochure containing photographs and brief biographic sketches of the 1975-76 Members, and a statement on costs and required security clearances.

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I look forward to your letter, which I hope to receive before April 15, nominating two CIA officers to the Seminar, or if the names are not as yet determined, your indication that the reserved spaces will be filled by your Agency.

Sincerely,



John F. Root  
Coordinator

Enclosures:

1. Description
2. Brochure
3. Statements

II.

SECURITY CLEARANCES

All Members of the Senior Seminar must possess TOP SECRET and "Q" security clearances valid for the duration of the Seminar. These clearances are to be obtained by the sponsoring agency or department.

For DOD and military Members, AEC Form 277 (Standard Visit Control and Classified Access), executed by the proper certifying official, will serve in lieu of "Q" clearance.

Certification for each nominee should be forwarded before August 15, 1976 to:

Coordinator  
Senior Seminar in Foreign Policy  
Foreign Service Institute  
Room 1209, SA-3  
Department of State  
Washington, D.C. 20520

SEMINAR IN FOREIGN AFFAIRS  
NINETEENTH SESSION  
August 30, 1976 - June 24, 1977

I. ESTIMATED PER CAPITA COSTS FOR CIVILIAN MEMBERS

Tuition

Sponsoring civilian agencies will pay to the Department of State, for each Member, approximately \$7000 tuition.

Domestic Travel

In addition to tuition, there will be an assessment of approximately \$3,900 per Member, payable to the Department of State, to cover transportation and per diem costs for group travel to various cities and military installations within the United States. (A visit outside the Continental limits of the U.S., i.e., either to Hawaii, Puerto Rico, Alaska, or Canada, is usually included without adding to the dollar figure quoted above.)

Travel orders for this travel will be issued by the Foreign Service Institute.

Foreign Field Studies

As part of the Seminar curriculum, Members perform one trip (usually overseas) to conduct individual investigations connected with each Member's Case Study. These costs can run as high as \$2,500 per Member, depending on the itinerary.

Individual travel orders and obligation of funds for the travel and per diem for this Case Study are issued by, and charged against, the sponsoring agency or department.

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The Seminar meets, both in Washington, D.C. and on trips, with top federal, state and city government officials, senators and congressmen, military leaders, scientists, businessmen, union leaders, academics, students, farmers, religious leaders, artists, philosophers, minority leaders, etc. Reading is related to these meetings, as well as encouraged in general.

During the above time frame, the Members of the Seminar have the opportunity to appraise their styles of management and decision-making in an environment that individually shows them their strengths and weaknesses and points the way to more effective methods. There are also speakers on analytical and decision-making techniques and systems and the uses and potentials of computers.

Following six weeks (including travel, research and writing) devoted to individual case studies on domestic or foreign subjects chosen in consultation with the Coordinator, the Seminar spends eleven to twelve weeks digging into major world problems, U.S. foreign policy, and national security and intelligence issues. In this period, there are trips to military installations. Also, Members will make their oral presentations and defenses of their case studies toward the end of this period.

The final two weeks are devoted to summing-up and graduation.

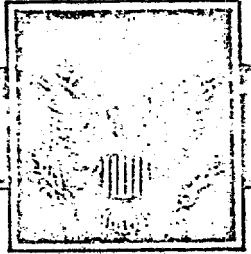
Throughout the 43 weeks of the course there are in-house sessions for the purpose of reviewing and evaluating areas of inquiry and trips and for discussion of selected issues.

#### IV. METHOD OF STUDY

As its name implies, the Senior Seminar method relies upon colloquy. For a decade and a half, distinguished citizens and officials, scholars and professionals, statesmen and soldiers, entrepreneurs and artists, workers and farmers have shared their wisdom with the Seminar. They spark and guide the dialogue that animates this ten-month program. It is to them that the Seminar owes its reputation as a unique and rewarding experience.

#### V. RESULT

By the time the Seminar ends, its Members -- both as a group and as individuals -- have composed a mosaic of America, based on what they saw and heard during the months they spent together. While each Member sees that final image in a particular light, all enthusiastically acclaim the excitement and stimulation of this broadening experience. To some extent the viewer is transformed as his viewpoint expands, and the colloquy of the Seminar brings each Member into a new phase of his or her professional life.

*Foreign Service Institute***SENIOR SEMINAR IN FOREIGN POLICY***Department of State***EIGHTEENTH SESSION****September 2, 1975 - June 25, 1976****DESCRIPTION OF COURSE****I. MEMBERSHIP**

The Senior Seminar in Foreign Policy is the senior most training available to officials of United States Government agencies with foreign affairs responsibilities. It is conducted by the Foreign Service Institute of the Department of State and has a membership predominantly composed of Class 1 and 2 Foreign Service Officers, GS-16 civil servants and colonel level military officers.

The Eighteenth Session numbers 28, split 50-50 between Foreign Service Officers and officials of other agencies -- three from USIA, two from each of AID and CIA, one from each of the four uniformed military services and one from each of the following: Agriculture, Arms Control and Disarmament Agency and the FBI. They all have had 20 to 25 years' experience in government, including in supervisory and management positions.

**II. PURPOSE**

The purpose of the Seminar is to give selected officials, prior to their moving into upper senior positions, a ten-month opportunity for expanding and deepening their perceptivity of and perspectives on what is happening and why in America and the world. The emphasis is on broadening their understanding of the issues and forces at work in America and the world rather than on training in methods and techniques of management or other specific subjects. The Seminar encourages free and vigorous inquiry into the complexities of U.S. domestic and foreign policy issues and problems and their interrelationships.

**III. CURRICULUM**

The curriculum is composed of speakers on a wide range of subjects, travel throughout the United States, reading, an individual case study and in-house discussions.

After an initial week for orientation and just over a week of overviews on the major issues facing America and the world, the Seminar spends twenty-two weeks on what is happening and in prospect in virtually all areas of life in these United States. This includes concentrated attention on the economic situation and trends during the third and fourth weeks. There are also four trips by the group, in this period, to 14 cities in the Mid- and Far-West, Canada and Appalachia, the Northeast and the South.

# EXECUTIVE SECRETARIAT

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Executive Secretary

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*Senior General  
in Foreign Policy  
Stat. Sec.*